# Module 10

# Employee

# Motivation

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## Employee Motivation

Motivation of employees is a very significant role of the Human Resource Manager.
The aim of the manager will be to initially maintain the employee in the employment of the organization and then to enhance the performance of that employee by keeping the employee 'on board'.

### - Why do people work?
Before we determine how best to motivate employees, we need to establish why people work. Here are some of the many reasons why people work:
- Money
- Travel
- Power
- Interest in the work area to associate with other people
- Opportunity
- Authority
- Security
- Status

### - Needs of the employees
to successfully motivate employees, management will need to clearly establish the essential needs of the employees and understand how best to meet and to satisfy those needs.

### - Positive and negative motivators
the motivators used by management may be positive motivators or negative motivators, that is, they may use opportunities or threats as the basis of their motivation.

# Motivational theories

There are many motivational theories that Human Resources Managers may use. However, what HR Managers must be aware of is that no two individuals are alike and that what motivates one individual will not necessarily be appropriate for the next employee.

The following are the well-known motivational theories which have been developed and adapted in the workplace:
• the classical approach to motivation
• the scientific approach
• the organizational theory approach
• the behavioral approach

The classical school of thought said what will motivate employees is constant repetition of tasks associated with the division of labor within the workplace so that their skill levels improve accordingly.

The scientific approach extended the classical approach and used remuneration based on output as the motivating force in the workplace together with careful monitoring of work practices.

The organizational theory approach used the approach that if employees were correctly managed then motivational levels would improve.

The behavioral approach adopted the approach that the employees will be motivated if management meets their psychological needs. There were numerous strategies adopted by theorists that adopt this approach. These theorists include:
• Mayo
• McGregor
• Maslow
• Herzberg

# Motivational Theories

The behavioral approach to motivation adopted the approach that the employees will be motivated if management meets their psychological needs. There were numerous strategies adopted by theorists that adopt this approach. These include:
- Abraham Maslow
- Douglas McGregor
- Frederick Herzberg
- Elton Mayo

## - Maslow
Maslow established a hierarchy of needs that must be met if employees are to be motivated.
The lower levels of need should be met first and management should work their way up the hierarchy in order to fully motivate employees.
The hierarchy of needs is:
- Self-actualization needs
- Ego and self-esteem needs
-Social needs
- Safety and security needs
- Psychological needs

## - McGregor
McGregor adopted a theory that stated that employees were motivated according to what type of person they were - type X or type Y.
Type Y people are best motivated by encouraging them to achieve their goals and treating them as individuals.
Type X people are best motivated within a controlled environment where they are told what to do and how to do it.

## - Herzberg
Herzberg also established a motivational theory based on Maslow's theory.
He distinguished between needs that he defined as job satisfiers (higher order needs) and those he defined as job dissatisfies (lower order needs).
Management must find the means to make jobs more enjoyable and challenging for employees in order to motivate them. The dissatisfies are associated with external or extrinsic needs whilst the satisfiers are associated with internal or intrinsic needs.

## - Mayo
Mayo stated that motivating employees was associated with giving adequate attention to the employees and improving the social environment of the workplace.
Other theorists including Alderfer, Skinner and McClelland all attempted to

establish how best to motivate employees in order to improve their performance level and to ensure that they stay with the organization.

## **Maslows Hierarchy of needs**
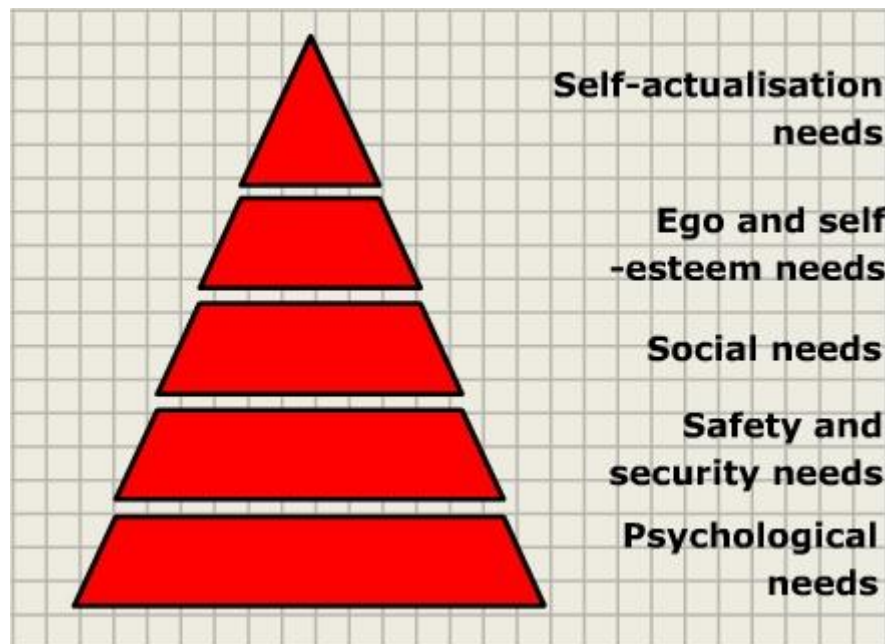


## **Strategies for Motivating Employees**

Order to motivate employees, management can adopt a wide range of strategies. Some techniques that are used by management to motivate employees are listed below.

- Wage and salary consideration
Organizations pay salaries that match or exceed the industry average.

- Non-monetary rewards and benefits
Organizations can offer non-monetary rewards and benefits such as education allowances or car allowances.

- Power and authority
Organizations can put a career structure in place where employees can assume positions of increasing responsibility within the organization.

- Goal Settings
by setting goals employees know exactly what is expected of them within the organization.

- Negative Motivators
Termination of employment can be used for persistent poor performance by an employee.